

# **TIGBRIEF**

MAR-APR 2003

THE INSPECTOR GENERAL OF THE AIR FORCE

## **HSI**

- **Scoring changes**
- **The return of AE inspections**

## **Hand-Off Policy**

**A part of suicide prevention**

## **Display Munitions**

**They're just for show,  
but take them seriously**

## **Wrongdoing?**

**It may not be criminal,  
but it could still be wrong**

## **Plus**

**Best Practices • Management Reviews • Audits**



# TIG BRIEF

MAR-APR 2003

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## THE INSPECTOR GENERAL BRIEF

AFRP 90-1

March - April 2003

Volume 55 Number 2

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## IMAGERY

**Cover:** C-17 over Mount Ranier  
by Mr. Daniel Thompson

**12:** Tech. Sgt. Marvin Preston (top)

**13:** Staff Sgt. William Greer

**20:** Courtesy U.S. Air Force Museum

# Defense Hotline

## Program

**Lt. Col. Mark Bailey** SAF/IGQ mark.bailey@pentagon.af.mil

**T**he Defense Hotline Program provides a mechanism to report significant instances of fraud, waste and abuse, and gross mismanagement. It's a quick away to bring such instances to the attention of personnel who are specially trained to fight fraud, waste, abuse and mismanagement in Department of Defense programs and operations.

Complaints are received, evaluated and investigated, and corrective measures are instituted. Both the Department of Defense and the Department of the Air Force sponsor hotlines for this same purpose.

During the past 10 years, the Defense Hotline alone has received over 178,000 calls and letters, which resulted in a recovery of over almost a half billion dollars.

The Defense Hotline is staffed by professional investigators whose sole job is to receive, analyze, investigate and resolve complaints. They are knowledgeable of military, criminal and civil laws and procedures; Defense Department and military services regulations; Defense contracting procedures; and provisions of agency ethics regulations.

Investigators ask for information that will help them piece together the facts of the situation (who, what, when, where, why and how) and assess the estimated dollar loss to the government. An evaluation of the complaint is made to determine if an investigation is warranted or if the matter requires referral to other resolution avenues. The hotline staff

works closely with points of contact at the military services' and DoD agencies' inspectors general to ensure that complaints are efficiently and effectively investigated and reported. All completed investigations are reviewed to assure independence and thoroughness.

Anyone, DoD civilian and military personnel, Defense contractor employees, as well as private citizens, may file a complaint with the Defense Hotline. Complaints are accepted by phone or in writing, both mail and e-mail. Complainants may remain anonymous if they desire.

From complaints, DoD produces two types of hotline referrals: action referrals and information referrals.

Action referrals are made on sustentative issues where there is sufficient information to warrant an investigation. DoD requires a report back to the Hotline Office on all action referrals. Where specific information is not known, an information referral is issued. An investigation is not expected, and there are no reporting requirements to the Defense Hotline Office for this referral category. Information referrals are provided to the concerned organization to allow them to research and determine if there is an underlying issue that warrants correction. If the unit subsequently finds wrongdoing, then the Defense Hotline Office requires a report of the findings.

DoD seeks to have hotline taskings complete within 180 days so the Hotline Office can provide a timely response to the complainant.

Hotline referrals are closed using a Hotline Completion Report, a format which can be found in Air Force Instruction 90-301, Figure 3.5.

The Air Force operates a companion hotline for the same purpose as the Department of Defense. Air Force Hotline calls usually result in the complaint being transferred to the appropriate level inspector general for resolution. These cases are processed in exactly the same manner as local IG complaints, and the fact that its source was the Air Force Hotline is transparent to the resolution of the complaint. As with DoD Hotlines, the complainant is provided the findings of the investigation.

The Air Force Hotline may produce a more rapid resolution simply because the issue is filed closer to the final office that will work the case.

The Department of Defense Inspector General Hotline is DSN 223-5080 or commercial (703) 693-5080, or hotline@dodig.osd.mil.

The Air Force Inspector General Hotline is DSN 425-1562, commercial (703) 588-1562, DSN fax 426-2555, or commercial fax (703) 696-2555.

More details about the hotline programs can be found in DoD Directive 7050.1, *Defense Hotline Program*, or at <http://www.dodig.osd.mil/hotline>. ☛

---

*A graduate of Air War College, Lieutenant Colonel Bailey is chief, Operations Division, Secretary of the Air Force Inspector General Inquiries Directorate.*



# TIG BRIEF

*Calendar 2003*

## *Editorial Deadlines*

May - June	Feb. 26
July - Aug.	April 28
Sept. - Oct.	June 26
Nov. - Dec.	Aug. 26

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[tigbrief@kirtland.af.mil](mailto:tigbrief@kirtland.af.mil)



11 April 1945

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8 Pages

Page 1

# TIG BRIEF

BRIEFS OF CURRENT  
AND OTHER DIRECTIVES

These briefs are prepared by The Air Inspector for the convenience of inspectors in the field. They are published weekly, and may be kept as a handy reference file on current directives. Inspectors are cautioned against reading only these briefs. They have been selected as being of immediate and particular interest, but inspectors should not fail to read all directives necessary to keep themselves currently informed. The briefs are informative only, and are not to be considered as directives. SUGGESTIONS FROM AIR INSPECTORS ARE INVITED.

## CONSERVATION

20-6R  
22 March 1945

### ARMY CONSERVATION PROGRAM

Subject: "Army Conservation Program Within the Continental United States." Lists new posters which should be distributed and displayed. Inspectors should not only check the proper distribution and display of these posters, but should look into the matters portrayed in their own activities. The titles of the posters form a good check list. For example:

"Carelessness Breeds Fire."

"Keep Weapons Ready."

"Proper Carving."

"Don't Wreck It! It's Your Letrine."

"Radios - Telephones -- Critically Scarce -- Take Care of Them."

"Take Care of Your Equipment."

## CONSERVATION

## THIS USED TO BE

ADMINISTRATION AND SERVICES

OFFICIAL FILE COPY

THE INSPECTOR GENERAL, USAF

(DO NOT REMOVE)

(FROM BINDER)

## A CLASSIFIED DOCUMENT.

101, Sec I  
31 March 1945  
PORT FACILITIES

101, Sec II  
31 March 1945

### DECORATIONS AND CITATIONS

Outlines functions of Air Section, Port of Embarkation, and the Overseas Air Technical Service Command Liaison, Port of Embarkation.

## NOW, ANYONE CAN RETURN TO THE DAYS

WD AGO Form 106, Request for Decoration and/or Citation, 1 March 1945, has been created for the purpose of submitting claims for decorations and/or citations by assigned and related personnel at time of separation.

## OF AIR INSPECTORS AND AIR POLICE.

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RESTRICTED

Classification canceled by

05-8438, AF



# HAND-OFF

## suicide prevention

# POLICY

Lt. Col. Lisa Hodges, USAFR

SAF/IGQ DSN 425-1540

IGs routinely interface with individuals under stress and must be ready to prevent individuals from potentially harming themselves or others in reaction to the stress of an investigation.

In May 2001, the Air Force Chief of Staff approved a hand-off policy for investigative interviews. The policy was developed out of concern for an increasing suicide rate among Air Force personnel. Individuals involved in an investigation, especially the ones under investigation, may experience severe stress and emotional turmoil.

Even though the focus of this article is on IG investigations, the hand-off policy applies to any type of interview conducted by Air Force investigators (security forces, Office of Special Investigations, equal opportunity, commander-directed investigations, etc.).

Compliance with this policy provides a safety net for the Air Force's most valuable asset, its people.

The responsibility of an IG investigating officer (IO) is clear: a person-to-person hand off of any distraught witness or a subject

or suspect following their initial interview. The hand-off must take place between the IO and the individual's commander or the commander's designated representative. The IO needs to document the hand-off in the Report of Investigation (ROI). This policy applies to everyone, regardless of rank or position.

Air Force Instruction 90-301, *Inspector General Complaints*, paragraph 2.41 has all the steps the IO should follow to make the hand-off happen.

### Q's and A's

*Does this mean that the command representative really has to physically receive the person?* Yes, that is exactly what it means.

*What about follow-up interviews?* When in doubt about any interviewee's emotional state, hand off and document! Remember: the intent is to ensure the safety of our personnel.

*What about a situation in which the IO conducts the interview over the phone?* This one requires planning and coordination, but the command representative must be at the interviewee's location.

*Will asking someone if they are thinking about hurting themselves put that very idea into their head?* No.

*What if the IG has a concern about an individual's welfare but does not believe there is immediate danger to that person?* Military members can access an integrated delivery system (IDS) of services when they need additional assistance in coping with difficulties.

The IDS consists of chaplains, family support center programs, health and wellness centers, life skills support centers, and youth programs. IGs should be familiar with the wide range of services available at their installations as well as with the key staff members in each element.

### Educating Commanders

It is critical that IGs educate commanders about the process of directing an individual for a mental health evaluation. This is a high-interest area for the Air Force and the Department of Defense. DoD Directive 6490.1, *Mental Health Evaluations of Members of the Armed Forces*, and DoD Instruction 6490.4, *Requirements for Mental Health Evaluations of Members of the Armed Forces*, discuss policy and assign responsibilities for referral, evaluation and management of service members directed for mental health evaluations.

Commanders look to their

IGs and life skills personnel to guide them through the referral process so that they correctly implement DoD policy. In fact, IGs are integral to the process; the member being referred is provided the IG's phone number in case the member wants to question the necessity of the referral.

The bottom line: IGs will frequently find themselves in situations where they will be called upon to utilize many items from their toolbox.

Crisis intervention is one of the most vital skills to keep sharpened and available to sustain a credible Air Force IG system while protecting the people who serve. ★

*Lieutenant Colonel Hodges is an individual mobilization augmentee (IMA) attached to Secretary of the Air Force Inspector General Inquiries Directorate (SAF/IGQ). She is a board-certified psychiatric nurse and previously was an IMA in a mental health flight. Since leaving active duty in 1993, she has worked as a clinic research nurse in a mental health intensive care unit at the National Institutes of Health.*

## Communicate!

IGs facilitate communication with a complainant by incorporating the following into their interactions:

- Listening without judgment or criticism. You will learn more by listening, which will make your job a lot easier in the long run. Listen for high-risk themes that may be going on with a person, to include: relationship problems, financial difficulties, recent losses, legal issues, alcohol or drug abuse, and school failures. IGs are responsible for analyzing the information gathered and taking appropriate action.
- Treating the person with dignity, compassion and respect.
- Offering sincere messages of hope when possible.
- Validating the person's experiences (this does not mean you have to take sides or even agree with them).
- Offering the choices and options available to them at this point.
- Permitting the person to vent their feelings.
- Being honest and direct. Don't be afraid to "say the wrong thing." Saying nothing may be a mistake and shut off the dialogue.

*Lt. Col. Lisa Hodges*

## Read any good old magazines lately?

*TIG Briefs*

way back  
to 1943

<https://www-4afia.kirtland.af.mil/tig-brief>

**TIGBRIEF**





# OSI

## **OSI rotates into AEF**

Starting with AEF Cycle 4 on June 1, most OSI personnel (agents and support troops alike) will find themselves in the AEF rotation with the rest of the Air Force.

The switch sets aside OSI's historically autonomous approach to deploying personnel, based on the current anticipated deployment listing, or CADL, which roughly mirrored the AEF but operated independently of it.

A spokesman said OSI troops will generally follow the AEF alignment of the base on which they are stationed. Those who are geographically separated will be assigned to a base, usually the nearest one. For each AEF rotation, OSI troops will provide a share of personnel equivalent to the share their base provides.

Most bases are aligned with two AEF rotations, meaning commanders should formally assign their troops to one or the other in order to maintain the predictability the AEF system promises.

The impetus for OSI's AEF assimilation was an abrupt 400 percent rise in OSI deployment obligations brought on by Operation Enduring Freedom, according to an official with the

Command Readiness Division of Headquarters Operations Directorate.

"The CADL worked fine when we had only 20 or 30 people deployed at any given time," the official said. "There was a lot of horse trading of slots, but it was nothing that couldn't be handled. But when suddenly we had four times as many people to slot into deployment positions, then it just got to be unmanageable — and very hard on the field agents most affected by the numerous changes."

Rather than overhaul a CADL-based system already stressed by overcapacity, Scott said, the logical solution was AEF assimilation.

Command instructions are being revised, a new OSI supplement to Air Force Instruction 10-400, *Air and Space Expeditionary Force Planning*, is being written, and most personnel positions across the command have been coded and entered into AEF databases.

## **OSI Academy moves to FLETC**

The U.S. Air Force Special Investigations Academy has started its first class for special agents-to-be at the Federal Law Enforcement Center in Glynco, Ga.

OSI joins more than 70 other federal, state, local and international law enforcement agencies that train at FLETC. The move of the academy from Andrews AFB, Md., brings many changes to the training new OSI special agents receive.

What used to be the 10-week Special Investigators Course while at Andrews is now two courses: the Criminal Investigative Training Program (CITP), which is 10 weeks, and the OSI Follow-on Basic Course, which is six and a half weeks.

"The 10-week CITP is ... federal law enforcement 101," said John King, chief of educational services for the operations directorate at OSI Headquarters, Andrews AFB.

All permanent-party agencies whose students attend the CITP provide instructors. Eight OSI special agents have been reassigned to the FLETC staff to teach CITP, as well as a number of other OSI agents and support personnel to teach the follow-on basic course.

These agents teach classes in security specialties, enforcement operations, physical techniques, firearms, law and behavioral sciences to all agencies' students.

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*TIG Brief thanks Maj. Mike Richmond and Tech. Sgt. Carolyn Collins for their contributions to this page.*

---

### **The Air Force Office of Special Investigations:**

- Detects and provides early warning of worldwide threats to the Air Force.
- Identifies and resolves crime that threatens Air Force

readiness or good order and discipline.

- Combats threats to information systems and technologies.
- Detects and deters fraud in the acquisition of Air Force prioritized weapons systems.





# Recent **AUDITS**

## **Personal Expense Claims**

An air logistics center did not always assure personal expense reimbursement claims were properly managed, supported and processed. Specifically:

- required certification statements were not always present,
- approval levels were not always appropriate,
- support documentation was not always attached,
- sufficient details explaining why personal funds had to be used were not always provided, and
- claims were not timely processed.

Also, personal funds were used when other, more preferred procurement methods were available.

Additionally, an opportunity existed to administratively improve processing by including additional approving-official information and detail on the claim.

Management issued guidance to strengthen controls over the reimbursement claims process.

*Report of Audit F2003-0007-FCI000*

## **Vehicle Operations**

A U.S. Air Forces in Europe base needed to strengthen its vehicle operations program, which encompassed a fleet of almost 3,000 vehicles valued at \$141 million, making it the largest vehicle account in the Air Force.

The audit identified and provided solutions for significant problems in three areas:

- transportation personnel cited inaccurate allowance standards as sources for vehicle authorizations valued at approximately \$538,000,
- vehicle control officers did not identify underutilized vehicles for turn-in and redistribution, which would result in a \$1.7 million potential monetary benefit, and
- vehicle operations and maintenance personnel did not timely assess serviceability of excess vehicles (\$871,947) for reassignment to meet other requirements.

Management's actions taken during and after the audit as well as actions planned will resolve the

problems in all areas.

*ROA F2003-0004-FDE000*

## **Combat Training Ammunition**

Munitions were not adequately managed to meet minimum A-10 30mm combat training requirements. Specifically:

- 17 qualified pilots flew additional sorties above minimum combat strafing training requirements before 48 of 65 nonqualified pilots met the minimum training requirements, and
- procedures did not exist to verify and report pilot combat training status and discrepancies to the commander.

Fully qualifying the maximum number of combat pilots is paramount to the Air Force's ability to protect the interests of the United States while minimizing loss of life.

Management took immediate action during the audit to track pilot combat training and report each pilot's weekly progress to the commander.

*ROA F2002-0036-WN0000*

The Air Force Audit Agency (AFAA) provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness, and efficiency of installation-level operations and, therefore, may be useful to you. Air Force officials may request copies of these reports or a

listing of recently published reports by contacting Mr. Jerry Adams at DSN 426-8013; e-mailing requests to [reports@pentagon.af.mil](mailto:reports@pentagon.af.mil); writing HQ AFAA/DOO, 1125 Air Force Pentagon, Washington, D.C. 20330-1125; or accessing the AFAA home page at:

**<http://www.afaa.hq.af.mil>**



# EAGLE LOOKS

The Air Force Inspection Agency, as the primary action arm of the SECAF inspection system, provides assessments of mission capability, health care and resource management to SAF/IG, SECAF, CSAF and

MAJCOM/CCs. These reviews are called *Eagle Looks* and each culminates with an extensive written report as well as an executive briefing to key major command, Air Staff and Secretariat leadership. Below are

abstracts of the most recent Eagle Looks. For more information or copies of the reports, contact the Eagle Look team chief at the telephone number or e-mail address at the end of each abstract.

## Guard and Reserve Mobilization Force Process

### The team assessed ...

... the effectiveness and efficiency of the post-Sept. 11, 2001, Air Reserve Component (ARC) mobilization process. The team visited combatant commands, Air Staff, MAJCOMs, CENTAF, the AEF Center and unit-level personnel to conduct interviews. Telephone interviews, VTCs and electronic questionnaires were used to enhance data collection from organizations not visited. Army and Navy mobilization processes were also reviewed for comparison.

### The team found ...

... the ARC mobilization process to be effective, but not efficient in meeting the combatant commands' requirements. ... the lack of clear and consolidated guidance created inefficiencies in the mobilization process.

... limited mobilization training and exercises at all levels within the mobilization process resulted in personnel being unfamiliar with mobilization policies and procedures.

### Look forward to ...

... a designated OPR responsible for management and oversight of the overall mobilization process.

... clear and concise policy and guidance to include procedures for using military personnel appropriation (MPA) volunteers for sustained operations.

... guidance to the AEF Center and MAJCOMs for identifying ARC forces for mobilization within the AEF construct.

... updated exercise and training requirements focusing on identifying mobilization requirements, coordinating mobilization approval and processing mobilized personnel.

**Need a mobilization plan?** The 439th Airlift Wing at Westover ARB, Mass., developed a detailed mobilization plan that provided a clear road map to mobilization by specifically addressing Title 10 mobilization instructions. Contact 1st Lt. Kelly Braudis, DSN 589-2993, [kelly.braudis@westover.af.mil](mailto:kelly.braudis@westover.af.mil) or Senior Master Sgt. Chip Connolly, DSN 589-3317, [chip.connolly@westover.af.mil](mailto:chip.connolly@westover.af.mil).

**Want to know more?** Contact the team chief, Lt. Col. Ed Stinchcomb, DSN 246-2281, [edward.stinchcomb@kirtland.af.mil](mailto:edward.stinchcomb@kirtland.af.mil).

## Technology Insertion into Air Logistics Centers (ALC) Depot Maintenance (TIADM)

### The team assessed ...

... the barriers to inserting new and emerging technologies into Air Logistics Center (ALC) depot-level maintenance processes, equipment and tools. Since there was already a process in place for weapon system-specific technologies, this review focused only on the technology insertion process as it pertained to non-weapon system-specific depot maintenance processes. Data was collected via interviews with more than 189 personnel. To identify the processes used and the barriers encountered within those processes, the team interviewed organizations that were expected to participate in identifying, planning, funding, developing and implementing technology insertion requirements into ALC depot maintenance activities. Air Force interviewees included personnel at HAF, HQ AFMC, HQ ACC, ASC, AFRL and each ALC. The team also conducted interviews with other agencies and accomplished six case studies to help develop recommendations to minimize or eliminate barriers.

### The team found ...

... the process for infusing new and emerging technology into ALC depot maintenance activities was inefficient due to a lack of overarching policy and guidance, an organization to provide oversight of the entire process, and poor strategic planning. This led to disjointed processes resulting in technology either being delayed from entering operations, or not being implemented at all.

... minimal emphasis during the research phase on depot modernization technologies.

... the need to maintain production as the primary obstacle to inserting new technologies.

... the process to fund and transition sustainment technologies in the transition phase was ad hoc, ill-defined and underfunded.

... Capital Purchase Program (CPP) was inadequate for funding depot equipment modernization

... the processes for submitting, prioritizing and approving CPP funding for depot equipment purchases were cumbersome and ineffective, discouraging depot personnel from proposing projects.

### Look forward to ...

... development of an Air Force-level depot maintenance strategic plan and increased funding.

*More on facing page.*





### Col. (Dr.) Donald Geeze AFIA/SG2

The Health Services Inspection (HSI) process has been continuously refined over the years to improve the Air Force Inspection Agency Medical Operations Directorate's (AFIA/SG) ability to provide accurate, replicable and relevant information to Air Force senior medical leaders.

AFIA/SG has also strived to minimize any negative impact the inspection process might have on field units. No matter how refined the inspection process becomes, many in medical units in the field will always be concerned about perceived deficiencies in the HSI process. These concerns can be best expressed as questions:

- Do HSIs adequately measure mission readiness?
- Do relatively minor programs count more than they should toward the total HSI score?
- Do HSIs put too much emphasis on paperwork at the expense of actual performance?

In response to these valid concerns—and with the concurrence of The Inspector General (SAF/IG) and the Air Force Surgeon General—AFIA/SG has significantly changed the way HSIs are scored, with the goal of emphasizing critical programs and providing a more accurate measure of individual unit mission readiness.

By emphasizing mission-critical programs, AFIA also hopes to make it easier for units to prioritize allocation of scarce resources with less fear of the consequences when they undergo an HSI.

Beginning in January 2003, each inspection element in the HSI Guide is now weighted. Elements pertaining to mission-critical programs or issues directly affecting the safety of personnel are assigned the highest weights. The maximum weight for an element is 5 and the minimum is 1. These weights are used to multiply the raw score earned for the element.

Elements are scored 0-4, with 4 indicating full compliance and 0 indicating a complete lack of a functioning program. After multiplying the raw score of the element by its weight, the computed score is factored into the final HSI score for the unit.

The other major difference in the HSI process is that type 1 and type 2 findings will not be assessed for individual elements. Elements for related programs are grouped into “areas”: 17 areas for active-duty HSIs and 11 for Air Reserve Component (ARC) HSIs. If the computed total score for an area is less than 70 percent of the maximum possible, it will be assessed a type 1 finding. Areas scoring less than 80 percent are assessed as type 2 findings. As before,

units assessed type 1 findings need to respond to AFIA and to major commands with their plans to bring programs into full compliance. One difference is that now all elements (not in full compliance) under an area receiving a type 1 finding need to be addressed in the follow-up plan.

Next, areas are grouped under categories. For the active-duty guide, there are three categories: Expeditionary Medical Operations, In-Garrison Medical Operations and Executive Management. For the ARC guide, the categories are Expeditionary Medical Operations and In-Garrison Medical Operations. This change in organization and terminology is designed to reflect the realities of the present missions of the Air Force Medical Service.

Finally, the verbal rating scale has been returned to five-tier: outstanding, excellent, satisfactory, marginal and unsatisfactory.

This change will make use of the terminology that line commanders are familiar with, and will hopefully better recognize units that prioritize critical programs and devote their limited resources to accomplishing essential tasks, while not neglecting less critical programs. ✪

#### **TIADM** *From facing page.*

... revision of AFMC Instruction 61-102 to focus on the Applied Technology Council process and guidance on technology transition plans. Applicable updated processes will be added to AFRL Instruction 61-108.

... potential expansion of a pilot project to facilitate information exchanges between ALCs and AFRL. AFRL/XPH has an O-5 liaison who reported to WR-ALC in August 2002 as part of the pilot project.

... the potential implementation of a concept entitled “Depot X,” which would provide a realistic environment for testing and validating systems prior to implementing them in a depot, eliminating the primary obstacle of the need to maintain current production. AFRL/HE has been an active player in this AFMC-driven concept.

**Want to know more?** Contact the team chief, Lt. Col. Donna Heinz, DSN 246-2394, donna.heinz@kirtland.af.mil. ✪

# TIG BITS

## Best practices from the field

### USAFE's first deployable command and control system

The 852nd Munitions Support Squadron (MUNSS), Buechel AB, Germany, uses the AN/PSC-5 command and control system in a static, nondeployable configuration. Using spare parts, the 852nd MUNSS communications maintenance work center built U.S. Air Forces in Europe's first "spare" AN/PSC-5 that can be used as a backup, portable command and control system.

The deployable system fits in a backpack and can be operated via a building's or automobile's power source. The deployable AN/PSC-5 system vastly improves the survivability and redundancy of the squadron's command and control capability.

**Master Sgt. Brian Marinelli**

DSN 314-7340

brian.marinelli@buechel.spangdahlem.af.mil



### Commercial GPS guides Cannon's emergency response

The Fire Protection Branch at Cannon AFB, N.M., acquired global positioning system (GPS) capability for off-base emergency response using commercial GPS hardware and map software.

They installed map software into unit laptops and placed GPS navigators in command and control vehicles. The firefighters then used the Mobile Air Force GPS to train personnel to use the commercial system.

Using a commercially available GPS allows senior fire officers and initial response forces to quickly locate and respond to any off-base incident regardless of terrain or visibility problems, enhancing firefighting and rescue operations by reducing critical response time.

**Mr. Richard Givney**

DSN 681-2578

richard.givney@cannon.af.mil



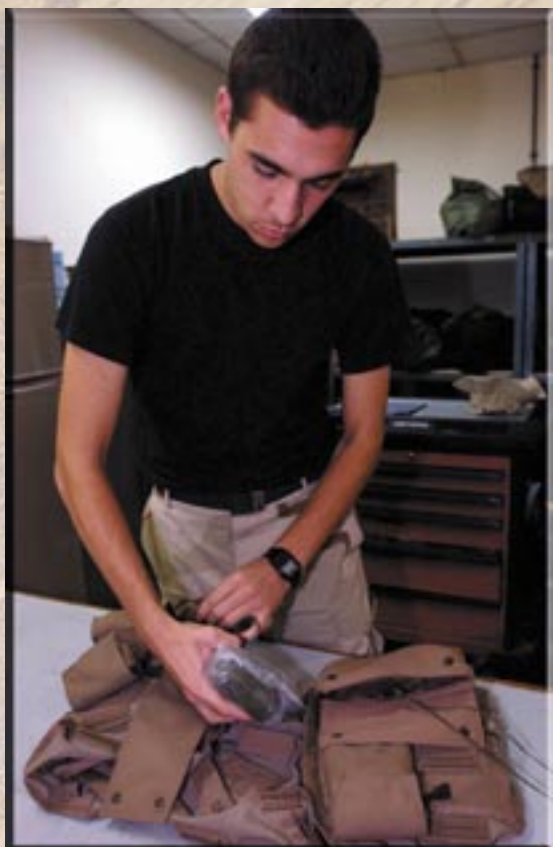
## A cart to crow about at Shaw repair unit

The 20th Component Repair Squadron at Shaw AFB, S.C., has built the "Crow Cart" tester, a trailer with commercial off-the-shelf electronic test equipment used for comprehensive verification of the F-16 electronic warfare suite (the radar warning system and the electronic warfare pod).

The Crow Cart injects a threat radar signal into the aircraft's antenna and the appropriate response is then validated.

The Crow Cart allows the complete testing of the electronic warfare system, all system cabling and related antennas, connected as they would be in flight, thus allowing discovery of discrepancies that would not be identified by separate test procedures.

*Master Sgt. Brian Mathews*  
DSN 965-1858  
brian.mathews@shaw.af.mil



## Contracting contingency deployment kits at Tinker

At Tinker AFB, Okla., the contracting officer deploys with contingency contracting kits and is able to provide immediate support to any forward deployment location with little setup time required.

Preformatted, fill-in-the-blank documents and area of responsibility-specific

contract clause cut-sheets allow deployed contracting officers to provide faster and more precise identification of support needs and improve overall support to deployed personnel.

*Mr. Eric Thaxton*  
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# Best PRACTICES CLEARINGHOUSE



**Mr. Howard Phillips** Air Force Best Practices Program Manager  
Air Force Manpower and Innovation Agency

**T**he Air Force Best Practices Clearinghouse is a knowledge sharing system and an Air Force-wide repository for best practices.

Best practices are proven superior methods or innovative practices that contribute to the improved performance of a process.

The clearinghouse's main feature is its database, which houses validated best practices. It provides the mechanism for sharing and storing validated best practices for the Air Force community. Users can access it through Air Force Manpower and Innovation Agency's home page, Air Force Manpower Requirements Utilization Squadron under the link *Air Force Best Practices*.

Clicking on this link will open the door to the best practices database, which is behind the Best Practices File Room link. It is designed to share best

practices across the entire federal sector by allowing all .mil and .gov domains access.

A web browser gives users from all organization levels worldwide access. It was designed so that anyone can submit best practices as long as they meet submission and validation requirements outlined in Air Force Instruction 90-1102, *Performance Management*, and Air Force Handbook 38-210, *Air Force Best Practices Clearinghouse* (users manual). It allows people to input newly validated best practices and search for existing ones.

The Air Force Inspector General functional community endorsed the Best Practices Clearinghouse concept early on and adopted its use into their inspection requirements. They have written in Air Force Instruction 90-201, *Inspector General Activities*, the requirement for inspectors and Eagle Look teams to capture and validate best practices as they go

about their business and submit them to AFMIA for entry into the clearinghouse's database. On its TIG Bits pages, *TIG Brief* magazine regularly features best practices from AFMIA's database and Eagle Looks. On the AFMIA site, there is a links page with numerous addresses to help users locate other best practice sites, lessons learned, knowledge management and other helpful resources. Here are some examples of these links:

- Lessons learned from other major commands
- Other military services and
- Office of the Secretary of Defense Quality Management Office best practices, Acquisition best practices, and
- Various links to federal agencies, including Veterans Administration innovations, etc.

The Best Practices Clearinghouse has been up and running for more than three years and contains more than 540 best practices in its database. In that timeframe, nearly 40,000 peo-



# ‘The site is widely recognized as a knowledge-sharing system ...’

ple have visited the site, which is a lot of activity for a system that strives to be an invaluable key in promoting the use and sharing of Air Force-wide best practices.

The site is widely recognized as a knowledge-sharing system and is being restored to its residency on the Air Force portal ([www.af.mil](http://www.af.mil)).

AFMIA will continue to improve the site to make it more efficient and fruitful. Comments are always welcome at:

<https://www.afmia.randolph.af.mil>.

People can provide feedback by using the AFMIA AF Best Practices Admin e-mail address from the global network or by going through AFMIA's web site.

Once on the site, click on Air Force Best Practices, which will take you to the clearinghouse page. Then go to the bottom of the page and click on *Contact the Best Practices Team* with comments, questions or

suggestions.

Look for new features to become available on the site in the near future.

The impetus for the Best Practices

Clearinghouse came from the 1995 Major Command Commanders Conference,

(AFCQMI), which formed when the Air Force Management Engineering Agency integrated with the AFQI. The concept was designed into a system, which was developed by AFCQMI and launched on its web site in 1999. The system primarily emphasizes best practices and continues to be known as the Air Force Best Practices Clearinghouse.

Also in 1999, AFCQMI was redesignated the Air Force



which identified the need for a way of sharing success stories throughout the Air Force. An Air Force Chief of Staff memorandum tasked the Air Force Quality Institute (AFQI) with developing the system. The tasking was acquired by the Air Force Center for Quality and Management Innovation

Manpower and Innovation Agency.

Today, AFMIA continues to maintain the Best Practices Clearinghouse for the manpower community as delegated by the Manpower and Organization Directorate (HQ AF/DPM). ★

<https://www.afmia.randolph.af.mil/mip/afbp>

# THE IG, THE JAG & THE PREPONDERANCE OF EVIDENCE

## IF IT'S NOT CRIMINAL, COULD IT STILL INVOLVE WRONGDOING?

Col. Gary Leonard, USAFR   Col. Wayne Wisniewski   AFIA/JA  
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**T**he Office of the Staff Judge Advocate (JA) plays a key role by assisting the investigating officer (IO) and reviewing the IO's report in inspector general (IG) investigations.

JA's involvement in the overall process is outlined here and is an integral part of any formal IG investigation. It is also a good process to follow for commander-directed investigations, those outside the IG system.

Air Force guidance on the role of the JA in the investigation process can be found in Air Force Instruction 90-301, *Inspector General Complaints*, Jan. 30, 2001, Air Force PD 90-3, *Inspector General—The Complaints Program*, Nov. 1, 1999, and IGDG 7050.6, *Depart-*

*ment of Defense Guide to Reprisal Investigations*. These documents outline important requirements for a legal review such as those in AFI 90-301, par 2.55:

- Does the investigation comply with all applicable legal and administrative requirements?
- Are all allegations addressed adequately?
- Does the evidence support the report of investigation (ROI) findings of fact?
  - Are the conclusions of the ROI supported by the facts?
  - Do any errors or irregularities exist and what effect, if any, would they have?

An important element of the review is the evidentiary standard, whether the “preponderance of the evidence,” (that is, the greater weight of credible evidence) supports the IO's



findings and conclusions.

What does this mean? Assume there is an allegation of wrongdoing. The wrongdoing in this case is clearly not criminal. Criminal investigations bring issues of rights advisement that must be carefully coordinated with the JA. Perhaps it is that there is favoritism in the selection for key positions in a particular unit.

The JA assists at every level of the IG process by helping to frame the allegation, provide advice to the IO during the investigation, and perform the legal sufficiency review. The base IG appoints an IO, who usually begins with a review of records, meets the JA designated to assist, and then interviews relevant witnesses, including unit members.

The result of the reviews and interviews will be “evidence.”

The question, then, is whether a preponderance of the evidence supports the allegation.

In this case assume that the written evidence, “Letter to the Unit NCOs from the Commander,” demonstrates that for key positions the commander took recommendations from his NCOs in charge of the sections where key positions were to be filled. In each case there

# Conduct does *not* have to be criminal to be wrong.

were at least three individuals proffered and interviewed. In interviewing witnesses the IO found that the individuals recommended all had great credentials, including education and job performance.

It was also clear that there were others in the unit who also had excellent credentials but were not recommended. In this case one would say that the preponderance of the evidence does not support wrongdoing.

The evidence in this case would tend to support a competitive process, which resulted in a very good person being selected. Thus the IO would likely conclude that the greater weight of credible evidence supports a finding of no wrongdoing.

Different facts would bring a different result.

Suppose the commander had not asked for recommendations, that in each case an individual was simply appointed—without an interview,

that individuals were not well qualified, and that other unit members were far more qualified but not considered. This, together with evidence of other “favorable” treatment of the individuals who were moved ahead of their peers, might result in a finding of wrongdoing in the selection process and be supported by a preponderance of the evidence.

Bottom line: In the IG process, conduct complained of does not have to be criminal to be wrong!

In either case the JA appointed to review—a different JA than the one who assisted the IO—would provide a review that meets AFI 90-301, paragraph 2.55 criteria.

Finally, JA would concur or nonconcur, and discuss the facts and the evidence presented to support their concurrence or lack of concurrence.

Where there is disagreement, the IO appointing authority makes the call. ★

# MISSION BRIEF

## AF Center for Environmental Excellence

**T**he Air Force Center for Environmental Excellence is a field operating agency of the Office of the Air Force Civil Engineer.

The center provides Air Force leaders with the comprehensive expertise they need to protect, preserve, restore, develop and sustain our nation's environmental and installation resources.

### Mission

AFCEE, with headquarters at Brooks Air Force Base, Texas, is the Air Force's premier environmental service center, offering commanders a full range of technical and professional services in the areas of environmental restoration, pollution prevention, natural and cultural resources conservation, design and construction management, and comprehensive planning. Also, AFCEE advances excellence in Air Force installations in its role as the service's center of expertise for architecture, interior design, medical facility design and construction management, and military family housing.

### Personnel

The agency employs 385 personnel, of which 49 are military members. The majority of its personnel have degrees in engineering and the sciences, including such diverse fields as architecture, hydrogeology, wildlife biology and chemistry. AFCEE also relies on contractor employees who provide technical assistance in computer operations and other areas.

### Organization

A civilian director, a member of the Senior Executive Service, heads the center. An executive director, an Air Force colonel who also serves as the commander of the center's military personnel, assists the director.

**Environmental Restoration** manages environmental cleanup activities such as remedial investigations, remedial design, remedial actions and long-term maintenance operations for designated closure and nonclosure bases. The directorate also performs technical quality assurance of environmental programs, laboratory quality assurance assessments and document reviews. Additionally, the organization's Technology Transfer Division serves as the center of expertise for deploying new remediation and pollution prevention techniques as they emerge from industry.

**Environmental Conservation and Planning** offers the full spectrum of environmental planning products, services and technical support to Air Force commanders. The directorate provides assistance to Air Force headquarters on issues affecting environmental impact analysis practice and advice. Its areas of expertise include the environmental impact analysis process and several specialties, such as base comprehensive planning. The



directorate also gives technical support to natural and cultural resources programs, and is the functional expert for the Air Force civil engineer in Air Installation Compatible Use Zone planning studies. Additionally, the organization provides technical oversight and assistance to the Assessment System for Aircraft Noise program.

**Environmental Quality** supports installation pollution-prevention and compliance programs worldwide. It also identifies pollution prevention and compliance opportunities; develops and executes strategic initiatives to identify and implement solutions

to common Air Force pollution-prevention and compliance problems; and crossfeeds information on successful programs, good ideas and proven technologies from throughout the Air Force and federal government. Additionally, the directorate manages PRO-ACT, the Air Force's environmental information clearinghouse, whose staff answers questions and crossfeeds data free of charge to Air Force personnel and contractors worldwide.

**Design and Construction** serves as the functional expert for architecture, interior design, landscape architecture, and computer-aided design and geographical information systems. In addition, the directorate manages the planning and design assistance team, Air Force design awards, and design and construction agent awards programs. The directorate is also the Air Force civil engineer center of expertise for design and construction of medical facilities. It also functions at the base level.

**Financial Management and Mission Support** provides management tools and services to the center staff. The **Environmental Contracting Division**, which is technically part of the Brooks AFB 311th Human Systems Wing, provides dedicated support to AFCEE in the area of environmental contracting. The **Staff Judge Advocate office** provides timely legal information, analysis and guidance to center staff and clients. Attorneys with the **Human System Wing Environmental Acquisition Law Division**, based at AFCEE headquarters, provide a full range of legal services. They focus primarily on legal issues arising from environmental contracting.

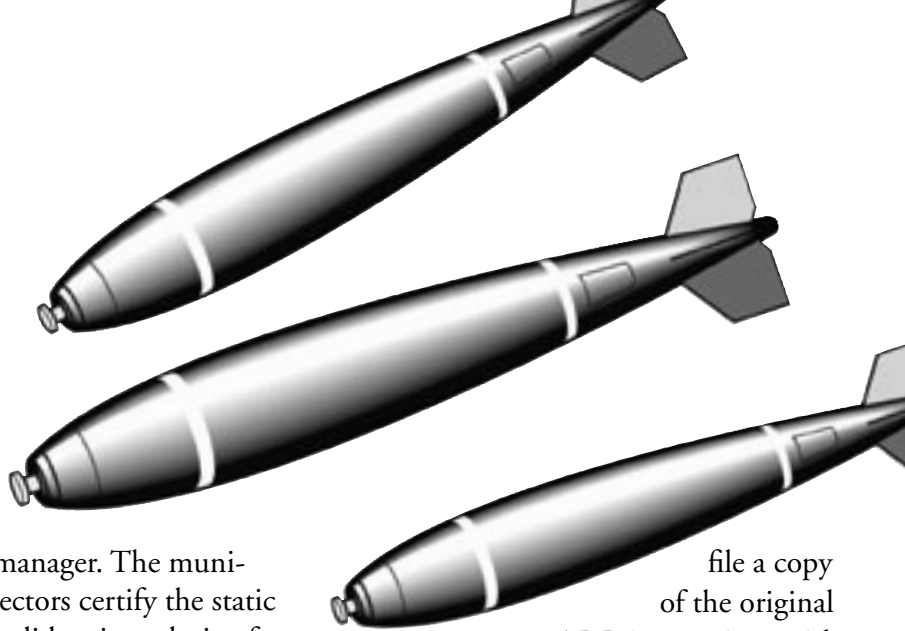
The center also has three **Regional Environmental Offices** located in Dallas (Central Region), Atlanta (Eastern Region) and San Francisco (Western Region). These offices keep Air Force commanders advised of environmental laws and advocate Air Force needs to state and federal regulators. They also serve as regional environmental coordinators for all Department of Defense components within their regions. ☼

<http://www.afcee.brooks.af.mil>



# STATIC DISPLAY MUNITIONS

**Capt. Brian Tolson** ACC/IGSL  
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**D**on't overlook those inert bombs on static display at your base. They're covered by an Air Force instruction. This article discusses what static display munitions are, marking requirements and accountability.

Permanent static display munitions are at almost every base. Typically you'll see them in front of a headquarters building and various other places such as munitions flights.

Static display munitions, according to chapter 36 of Air Force Instruction 21-201, *Management and Maintenance of Non-Nuclear Munitions*, are unserviceable, nonrepairable, and worldwide excess inert/empty munitions.

Munitions placed on static display must be inert (explosive-free); ideal candidates are training munitions because they are manufactured without explosives.

Since all munitions are accountable from manufacture to final use or destruction, those on static display are also subject to a strict accounting process.

Chapter 36 of AFI 21-201 spells out all requirements for placing inert munitions on static display. The request must flow through the munitions flight chief and munitions accountable systems officer, who draft an ammunition disposition request (ADR) and forward it to the depot

program manager. The munitions inspectors certify the static display candidate is explosive-free. Once received and approved by the program manager, the wing has 90 days to place the munitions on display.

If the items are not placed on display within the specified period, the munitions flight chief and munitions accountable systems officer must resubmit an ADR for disposition instructions.

When approved, the munitions flight must permanently stamp or etch the munition with the following from paragraph 36.1.2 of AFI 21-201: "SDM-FV####-00x." The digits denoted as "#" in the marking on the munitions are the local stock record account number assigned to your base, and the lowercase "x" represents the number of the static display munition.

For example, if your installation has seven static display munitions, they would be marked similar to the following: SDM-FV####-001; SDM-FV####-002; SDM-FV####-003; and so forth.

Once on display, the munitions are formally removed from accountable/auditable records; however, they must still be tracked. The munitions flight, owning organization of the static display munitions, and the depot must maintain on permanent

file a copy of the original ADR instructions with annotation of display location such as "by main gate," "by building number," or "on static display aircraft by gate."

Once the munitions are on permanent static display, chapter 36 of AFI 21-201 provides for appearance maintenance. Since static display munitions are a direct reflection on the unit and the United States Air Force, they must be inspected visually at least annually.

The inspection focuses on outward appearance (paint condition, corrosion, missing parts); mounting platform condition; and overall serviceability. If for any reason the static display falls into disrepair, Ogden Air Logistics Center program managers have the authority to remove munitions from static display via another ADR with final disposition or disposal instructions.

Enjoy your static display munitions, but remember to comply with all associated request, marking and accountability procedures! ★

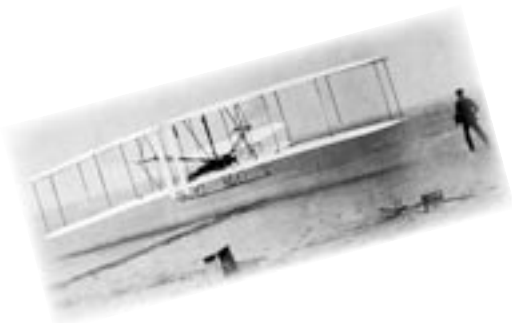
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*A veteran contributor to TIG Brief, Captain Tolson is chief, Aircraft/Munitions Maintenance Inspection Section, Air Combat Command Inspection Squadron, Langley AFB, Va.*

# TIG BIRD

100 years of airpower

## WRIGHT FLYERS



**Oct. 22, 1900** - The Wright Brothers make their first glider flight.

**Oct. 4, 1902** - The Wrights modify their 1902 glider by replacing the fixed double rear fin with a rear rudder linked with the wing-warping control to counteract wrap-drag.

**Oct. 5, 1902** - Octave Chanute and his assistant, Augustus M. Herring, arrive at Kitty Hawk to join the Wrights in their gliding experiments.

**Oct. 18, 1902** - In his first letter to the Wrights, Samuel Pierpont Langley, secretary of the Smithsonian Institution, inquires about experiments at Kitty Hawk and particularly about their use of "special curved surfaces and the like."

**Sept. 25, 1903** - The Wright Brothers arrive in Kitty Hawk, N.C., to prepare for their flight attempts.

**Dec. 14, 1903** - Orville and Wilbur Wright flip a coin to see who will be the first to fly. Wilbur wins,

but the flight is unsuccessful.

**Dec. 17, 1903**

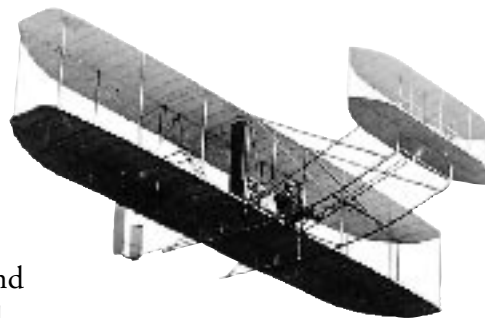
- The Wright Flyer lifts into the air at 10:35 a.m. The flight lasts only 12 seconds and covers a distance of 121

feet. It is the first powered, manned, heavier-than-air, controlled flight.

**Jan. 18, 1905** - The Wright Brothers ask their congressman if the U.S. government is interested in their experiments and machine. The reply is a form letter from the president of the Board of Ordnance and Fortifications indicating that the board is not interested.

**Feb. 11, 1905** - The British War Office sends a letter to the Wright Brothers asking them to submit terms for purchase of their aeroplane.

**Feb. 8, 1908** - The U.S. War Department concludes a contract with the Wright Brothers for \$25,000 for one flying machine.



**Sept. 9, 1908** - Lt. F. P. Lahm is first Army passenger in the Wright Flyer during trials at Fort Myer.

**Sept. 17, 1908** - In the final flight at Fort Myer, the Wright Flyer crashes, killing Lt. Thomas Selfridge and injuring Orville Wright.





# IG PROfiles



## *Master Sgt. Garvin Dansby*

**Duty Title:** Chief Safety Inspector  
**Organization:** Headquarter Air Intelligence Agency, Lackland AFB, Texas.

**Specialty:** Safety

**Veteran of:** Five joint service inspections of the intelligence community and the inspection of the AIA Information Operation Center Quick Draw.

**Job Description:** Plans, organizes and conducts Air Combat Command (ACC) safety unit compliance inspections (UCI), operational readiness inspections (ORI), and joint service inspections for 109 information operations units worldwide.

**Hometown:** Cleveland

**Years in Air Force:** 21

**Volunteer Work:** Participated in citywide fundraisers to benefit base's junior enlisted members.



## *Master Sgt. Albert Turner*

**Duty Title:** Information Management Inspector

**Organization:** Headquarters Air Intelligence Agency, Lackland AFB, Texas

**Specialty:** Information management

**Veteran of:** 20 unit compliance inspections, four joint mission effectiveness inspections and one ORI.

**Job Description:** Directs evaluations to ensure mission readiness and sustainment of information management program are in compliance with DoD, NSA, Air Force, ACC and AIA directives for 76 AIA and AIA-support units at 71 locations worldwide, ensuring support for all command weapon systems. Inspects records management, publishing, administrative communications and workgroup management areas.

**Hometown:** Salisbury, Md.

**Years in Air Force:** 23

**Volunteer Work:** Previously, role model for Harlandale SPURS Drug Free and Catholic Youth Organization Basketball Leagues.



## *Capt. Shannon E. O'Boyle*

**Duty Title:** Chief, Civil Engineer Inspection Section

**Organization:** HQ AFSPC/IG

**Specialty:** Civil engineer

**Veteran of:** 21 inspections

**Job Description:** Inspects civil engineer (CE) organizations, programs, and functions at seven wings and two numbered air forces.

**Hometown:** Stonington, Conn.

**Years in Air Force:** 9

**Volunteer Work:** Among many other pursuits, USAFA Eagle ACES mentor and treasurer, Rocky Mountain Command Grade Officers Council.



## *Master Sgt. Thomas D. Yereance*

**Duty Title:** Chief, CE Operations Inspections

**Organization:** HQ AFSPC/IG

**Specialty:** Electrical systems craftsman

**Veteran of:** 1 1/2 years as an IG team member, 17 plus years of inspecting and preparing for PACAF and AFSPC inspections.

**Job Description:** Inspects civil engineer organizations and programs at eight wings and two numbered air forces.

**Hometown:** Toms River, N.J.

**Years in Air Force:** 17

**Volunteer Work:** The Marion House Food Kitchen and Habitat for Humanity.



## *Mr. Raymond J. Gross*

**Duty Title:** Assistant Chief, Plans and Programs Branch

**Organization:** AFSPC/IG

**Specialty:** Former electrical power production superintendent

**Veteran of:** 30 inspections

**Job Description:** Plans and coordinates inspections in as many as 25 worldwide locations. Supports an inspection team of approximately 80 personnel. Manages Command Gatekeeper Program.

**Hometown:** Andover, N.H.

**Years in Air Force:** 22 plus 2 years Civil Service

**Volunteer Work:** Habitat for Humanity.





## The HSI returns as the oversight process for AE squadrons

Col. Lou Allen Aston, USAFR [afia.sg@kirtland.af.mil](mailto:afia.sg@kirtland.af.mil)

The Health Services Inspection (HSI) has returned as the oversight process for aeromedical evacuation (AE) squadrons in the Total Force: Air Force active duty, Reserve and Air National Guard.

After 12 years of AE oversight by major commands and field operating agencies (FOAs), the Air Force Inspection Agency's Medical Operations Directorate (AFIA/SG) has re-established AE HSIs and developed a process that focuses on compliance with clinical operations, competence and training.

Before returning to the AE arena, AFIA/SG reviewed feedback from MAJCOMs and equivalents to its first draft of the AE HSI Guide. AFIA/SG inspectors attended the AE Commanders Conference as well as Air Force Reserve Command and ANG Executive Leadership Symposiums and listened to their suggestions.

The result is an HSI that meets the needs of commanders at all levels.

The inspection focuses on clinical operations and readiness. The 17 elements evaluated examine the oversight, extent and quality of required training accomplished. The AE HSI provides feedback on compliance with Air Force, MAJCOM, wing and unit instructions and policy regarding support services and management of resources for clinical operations.

AFIA/SG limits the footprint of the AE HSI by combining inspections when possible. Some concerns exist in the AE community over combining HSIs with airlift standardization/evaluation (stan/eval) visits. Some units will have HSIs in conjunction with stan/eval visits and others will not, depending mostly upon the wishes of the individual units.

Overlaps with unit compliance inspections (UCIs) were

resolved and no conflict exists with other HSIs. The footprint will be closely monitored this first year and modifications will be made based upon results and feedback in order to minimize the impact of HSIs on units and their people.

The AE HSI process is similar to other HSIs; however, in this first year no score or grade will be awarded. Beginning in calendar year 2004, a score will be included and the grade announced by the inspection team chief during a formal outbrief.

The most recent feedback to the AE HSI Guide is favorable from all components. The AE community will use this first year to get familiar with the process. AFIA/SG will use feedback from inspected squadrons and jumpseaters (troops who accompany the inspectors, observing the process and gleaning information to take back to their own units) to evaluate and update the guide for CY 2004. 🌟



### In this first year:

- No score or grade will be awarded.
- The AE HSI footprint will be closely monitored.
- The AE community will become familiar with the process.

### To prepare for an AE HSI . . .

- ... focus on familiarity with prescribing guidance and the AE HSI Guide
- ... develop and document solid programs
- ... use staff assistance visits and self-inspection programs to know where you are
- ... initiate quick follow-up action where shortfalls are identified
- ... prioritize: put time and money where important or improvement is most needed; don't waste time and money making things look good—invest in your programs!

## The HSI and AE: *A recent history*

In 1990, AE oversight became the responsibility of major commands and field operating agencies (FOAs). However, concern over lack of Air Force-level oversight of clinical standards and competence resulted in attempts to evaluate compliance in ways other than the HSI.

In 1996, AFIA/SG, along with representatives of all Total Force components, developed an indicator-based process with the intent that feedback be trended, discrepancies

identified and action taken. However, no scores were assigned and no formal follow-up was required.

At the Air Force IG/SG Summit in 2000, all components agreed that even with aircrew stan/eval visits (ASEVs), unit compliance inspections (UCIs) and operational readiness inspections (ORIs), gaps still existed and reengineering was indicated, to include follow-up action and limiting the footprint.

The new process began in Janu-

ary 2001; however, at the November 2001 IG/SG Summit, AFIA was given the green light to proceed with formal HSIs beginning in CY 2003. ✪

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*Colonel Aston is an individual mobilization augmentee (IMA) assigned to AFIA/SG. She is a nurse serving as an AE inspector. TIG Brief thanks Col. Debra Jattar, chief of AFIA/SG's Air Reserve Component (ARC) Inspection Division, for her assistance.*

## HISTORY *brief*

### On this date . . .

#### ... in March

**March 1989:** Astronaut James P. Bagian enters the Air Force Reserve. The first astronaut in the Air Force Reserve was commissioned a major and sworn in as a flight surgeon for the 939th Aerospace Rescue and Recovery Group, Portland International Airport, Ore.

**March 2, 1995:** The space shuttle *Endeavour*, piloted by Lt. Col. William G. Gregory, sets the record for longest U.S. shuttle flight, besting shuttle *Columbia's* previous endurance record by more than 45 hours.

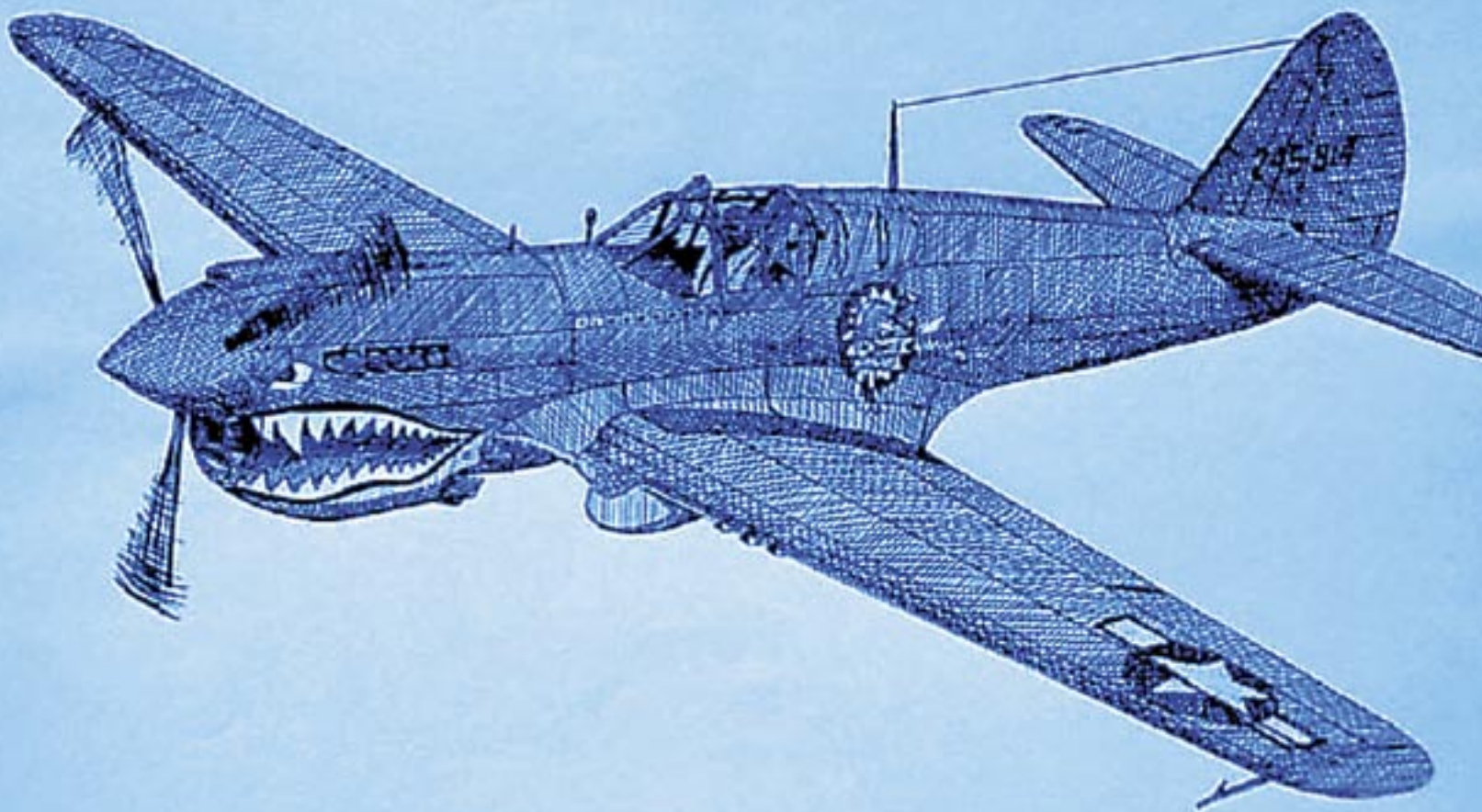


#### ... in April

**April 6, 1924:** The Army Air Service completes the first circumnavigation of the globe. Four crews in Douglas World Cruisers begin the voyage in Seattle. Only two aircraft and their crews complete the trip.

**April 12, 1930:** Led by Capt. Hugh Elmendorf, 19 pilots of the 95th Pursuit Squadron set an unofficial world record for altitude formation flying over Mather Field, Calif. The P-12 pilots reach 30,000 feet, shattering the record of 17,000 feet. ✪

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